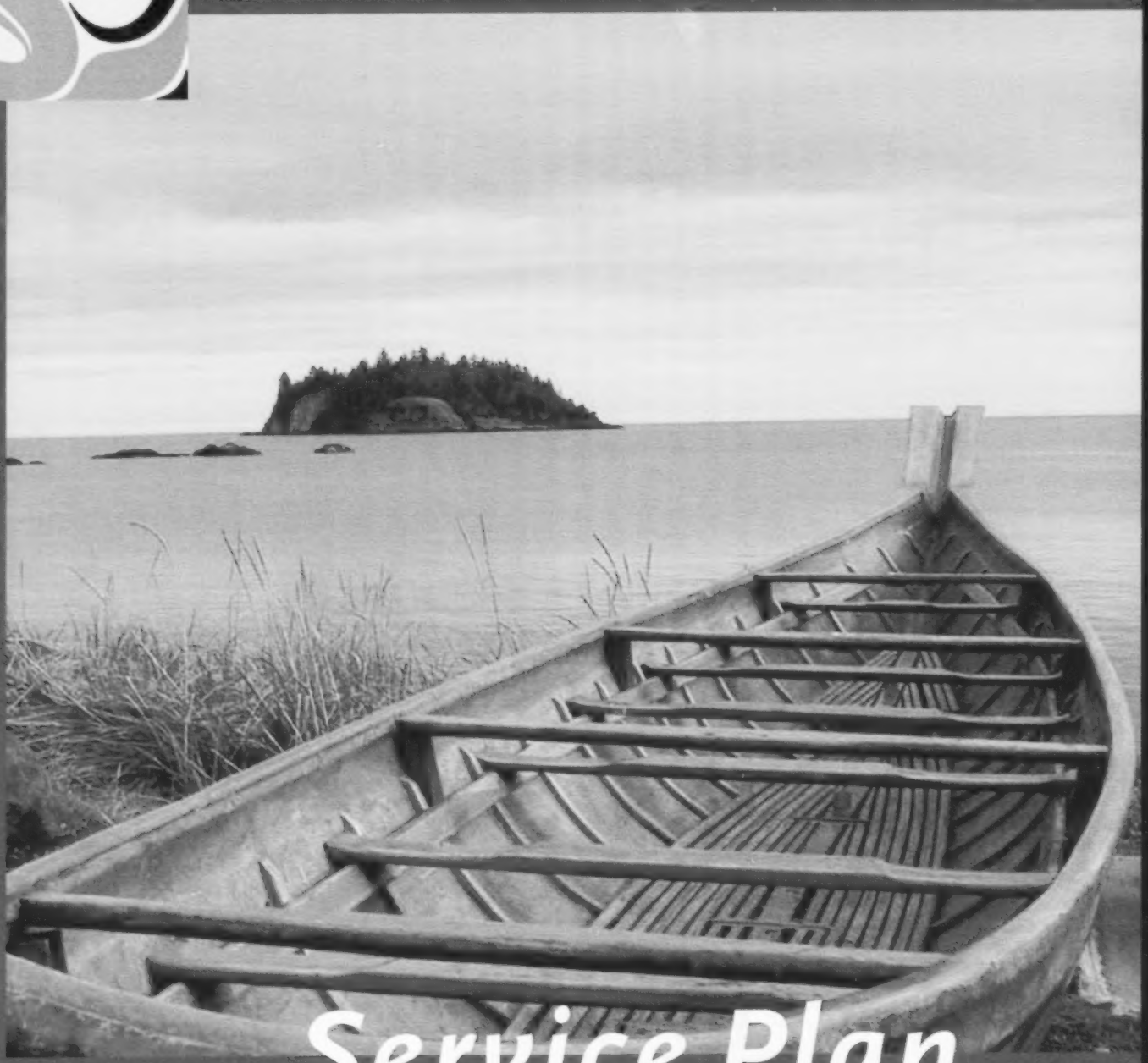
First Peoples' Heritage, Language & Culture Council



Service Plan

2010 / 2011 – 2012 / 2013

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, *First Nations* is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while *Aboriginal* is used in reference to all indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Heritage, Language and Culture Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

BRITISH COLUMBIA
The Best Place on Earth

TABLE OF CONTENTS

MESSAGE FROM THE BOARD CHAIR 4

ORGANIZATIONAL OVERVIEW 6
Corporate Governance 8
Programs We Deliver 10

OUR STRATEGIC CONTEXT 12
Key Strategic Issues 14
Key Opportunities 16

GOALS, OBJECTIVES & PERFORMANCE MEASURES 18

SUMMARY FINANCIAL OUTLOOK 22

APPENDICES
01: *Performance Management Systems* 24
02: *Climate Change Strategy* 25
03: *Aboriginal Languages in B.C.* 26

MESSAGE FROM THE BOARD CHAIR

To the Honourable George Abbott, Minister of Aboriginal Relations & Reconciliation

On behalf of the Board of Directors of the First Peoples' Heritage, Language and Culture Council (the First Peoples' Council), I am submitting the *2010/2011–2012/13 Service Plan*.

The First Peoples' Council was established in 1990 through the *First Peoples' Heritage, Language and Culture Act*, which was designed to prevent the loss of the unique Indigenous languages, arts and cultures in British Columbia. The First Peoples' Council administers funds to support the First Nations people of B.C. to preserve their linguistic and cultural heritage for future generations.

This *Service Plan* is based on current budget assumptions, which presently allow the First Peoples' Council to work on some of the most urgent aspects of its mandate to revitalize B.C.'s First Nations language, arts, heritage and culture.

Our corporate strategy continues to be to deliver effective funding programs and to provide support to First Nations communities working to revitalize their languages.

We continue to develop and enhance products and services for First Nations people in B.C. For example, there have been improvements to FirstVoices.com this year, which included a software upgrade to make the website more accessible, faster and more efficient. New tools include the FirstVoices Language Tutor, which provides a set of interactive language lessons to assist with language learning. Other cutting-edge tools to engage young learners will be unveiled over the coming year.

The Arts program has actively engaged community stakeholders in cultural mapping in order to build a network of artists and arts administrators, and understand First Nations artistic and cultural assets in B.C. Tangible results of the session are now being included on the First Peoples' Council's Language Map, using icons to represent current assets and projects funded by the First Peoples' Council.

The First Peoples' Council remains committed to providing state-of-the-art resources and technology to reach as many communities as possible. For example, the organization is exploring the use of webinars to provide training on language revitalization at no or very little cost.

We are also currently developing a report on the status of languages to raise awareness about the language issue with First Nations leadership and government.

Over the next three years, the First Peoples' Council will be focusing on these key activities:

- Working with B.C. communities and language champions to develop language archives while there are still fluent speakers who can be recorded
- Creating opportunities for community-based language learning through immersion programs
- Promoting languages by sharing information on language status
- Assisting with community development by distributing best practice resources for Indigenous language revitalization, and supporting and developing language plans and language authorities
- Supporting emerging First Nations artists and arts organizations through the Aboriginal Arts Development Award program

The short term focus for 2010/11 will be to raise the profile of First Nations language loss. Language programs have enjoyed support from all levels of government, as well as from First Nations leadership and communities. Nevertheless, the challenge remains and all stakeholders will be encouraged to help meet this challenge and support language revitalization.

The First Peoples' Council has demonstrated that it has the tools and expertise to make a difference. We have had successes with our programs, but to truly affect significant change, we need additional resources and support from all the stakeholders.

Overall, the future outlook for the organization is a challenging one as B.C. is recognized as one of the top five global hotspots of language loss. The majority of language speakers are elderly. We estimate

The First Peoples' Council serves 203 B.C. First Nations, 24+ Tribal Councils, 59 language dialects and First Nations arts, culture and educational organizations.

that within three to five years, many of these speakers will be lost and the traditional knowledge in the language will disappear with them. For example, in late 2009, the last two speakers of the Hupacasath dialect passed away. Although we were able to provide some funding for archiving, it was not enough to fully document the dialect before its last fluent speakers were lost. We are in a critical period where it's still possible to stem this disheartening loss for First Nations people, but time is running out.

With all of the challenges we face moving forward, we remain clear on one thing: revitalization of our languages and arts is vitally important to the future of First Nations people in British Columbia. Providing the means for First Nations people to strengthen their vibrant cultural legacy contributes to the health and well being of First Nations a person, which also has important and lasting impacts for all British Columbians.

Sincerely,

Lorna Williams

CHAIR, THE FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

ACCOUNTABILITY STATEMENT

The 2010/11–2012/13 First Peoples' Heritage, Language and Culture Council Service Plan was prepared under the Board's direction, in accordance with the *Budget Transparency and Accountability Act* and B.C. Reporting Principles. The plan is consistent with the government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks (as of December 2009) have been considered in preparing the plan. The performance measures presented are consistent with the First Peoples' Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the First Peoples' Council's operating environment, forecast conditions, risk assessment and past performance.

THE FOLLOWING SIGNIFICANT DEVELOPMENTS HAVE OCCURRED OVER THE PAST YEAR:

- Provided grants to 150 communities to support indigenous language revitalization
- Developed a business plan with KPMG to outline the real cost of doing the work of language and arts revitalization in terms of programming and capacity
- Consulted with First Nations about a change to modernize the Council's legislation, which received 91% approval in a survey of all B.C. First Nations
- Implemented a new financial reporting system to streamline our financial management and reporting
- Launched a new B.C. language map, providing details about B.C. First Nations languages, including numbers of speakers in each community
- Developed a plan to organize provincial language stakeholders to share information and align goals
- Trained 50 FirstVoices administrators and more than 200 people to do language recording to develop language archives on the ground in communities
- Contracted a consultant specializing in crown agency governance to provide board training to our Board of Directors

ORGANIZATIONAL OVERVIEW

VISION AND MISSION

THE FIRST PEOPLES' COUNCIL serves 203 B.C. First Nations, 24 + Tribal Councils, 59 language dialects and a number of First Nations arts, culture and educational organizations.

OUR VISION is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized, valued and embraced by all citizens in B.C."

OUR MISSION is to provide leadership in British Columbia for the revitalization of First Nations heritage, languages, culture and arts.

OUR ROLE is to monitor the status of First Nations languages, cultures, and arts, and to develop strategies that assist communities to recover and sustain their heritage. We serve our stakeholders and partners by providing programs and initiatives for heritage, language, arts and culture revitalization.

LEGISLATION AND MANDATE

The First Peoples' Council has been offering services and programs to support First Nations language, arts and culture revitalization in British Columbia for 19 years.

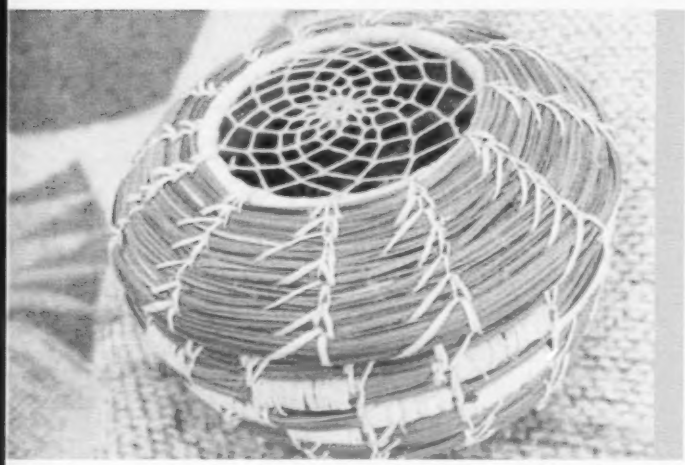
A unique crown corporation, it was created by the government in 1990 to administer the First Peoples' Heritage, Language and Culture program. The enabling legislation is the *First Peoples' Heritage, Language and Culture Act*.
See: WWW.FPHLCC.CA/DOWNLOADS/FPHLCC-ACT.PDF

The First Peoples' Council operates according to a *Shareholder's Letter of Expectations (SLE)*, most recently renewed in 2009, in which the government has provided the Council with the following mandate:

- Restore and revitalize First Nations heritage, language, arts and culture
- Increase understanding and sharing of knowledge, within both the First Nations and non-First Nations communities
- Heighten the appreciation and acceptance of the wealth of cultural diversity among all British Columbians
- Provide funding to B.C. First Nations for arts, cultural and language programs
- Create new initiatives, programs, resources and services related to First Nations heritage, language, arts and culture

Recent direction from the government in the SLE includes the following:

- Provide, upon request, expert services to the provincial government and its agencies on First Nations protocols, cultural information and strategies to improve relations with First Nations through the revitalization of threatened cultural knowledge
- Consult on legislative changes needed to improve our effectiveness
- Meet our budget and performance targets
- Operate in an efficient and effective manner for the benefit of our clients
- Allocate funding and oversee the management and delivery of arts, language and cultural programs and services
- Work with First Nations communities and organizations to establish performance indicators and reporting mechanisms for language, arts, culture and heritage programming funded by the First Peoples' Council
- Ensure transparency in decision-making processes relating to funding decisions and recommendations for appointments to the Advisory Committee and Board of Directors
- Set targets for new program development and maintenance of existing programs, in partnership with stakeholders
- Advise government on the preservation and fostering of First Nations heritage, arts, languages and culture



- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore literacy and fluency in First Nations languages

OUR STAKEHOLDERS

- B.C. First Nations communities
- B.C. First Nations artists
- B.C. First Nations arts and culture organizations
- New Relationship Trust (NRT)
- Ministry of Aboriginal Relations and Reconciliation (MARR)
- B.C. Arts Council

OUR KEY PARTNERS

- NEDAB (Native Economic Development Advisory Board)
- B.C. Caucus of Cultural Centres
- First Peoples' Cultural Foundation
- First Nations Education Steering Committee (FNESC)
- First Nations Technology Council
- B.C. Government
- Canada Council for the Arts
- Network B.C
- The Department of Canadian Heritage

WHAT WE DO

- Facilitate opportunities for First Nations in B.C. to receive funding for language and arts projects
- Advise government on programs and issues related to First Nations language, arts and culture
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Facilitate relationship building opportunities between government and non-government entities and First Nations experts
- Offer a network of information and opportunities to First Nations artists and language champions
- Offer advice and assistance to First Nations funding applicants
- Educate and share information with people in B.C. about First Nations language, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs

OUR VALUES

Accountability — The Executive Director, Board and staff are directly accountable to our stakeholders and to First Nations in B.C.

Transparency — Program procedures and decisions will be open and transparent.

Results-based — Program delivery will be efficient and outcome-based.

Collaboration — Maintaining positive relationships with partners maximizes benefits for First Nations in B.C.

Integrity — All work will be done with an overriding focus on cultural integrity and honesty.

CORPORATE GOVERNANCE

OVERVIEW

Each of B.C.'s 24 Tribal Councils is invited to elect a representative to the First Peoples' Council Advisory Committee. Acting as liaisons, the Advisory Committee members relay information on programs and initiatives of the First Peoples' Council to their communities.

The Minister of Aboriginal Relations and Reconciliation appoints the Council's 12-member Board of Directors to two-year terms. Nine members are recommended to the Minister by the Advisory Committee and three members are recommended to the Minister by the Board Resourcing and Development Office (BRDO). In recognition of a collaborative working relationship with the First Nations Education Steering Committee (FNESC), a FNESC representative participates as an observer.

The First Peoples' Council follows government's guiding principles on corporate governance for Crown agencies. Our *Shareholder's Letter of Expectations* describes our mandate, expectations, roles, responsibilities and accountabilities. Governance policies of the First Peoples' Council are reviewed annually to ensure that they continue to meet the needs of the Council and are consistent with the government's guiding principles on Crown agency governance.

2009/10 Board of Directors

Dr. Lorna Williams, *Chair; Government Business Seat*
Herbert Morven, *Vice-Chair; Nisga'a Lisims Government*
Tamara Davidson, *Secretary; Council of the Haida Nation*
Emma Donnessy, *Treasurer; Kaska Tribal Council*
Bill Cohen, *Okanagan Nation Alliance*
Marlene Erickson, *Carrier Sekani Tribal Council*
Gary Johnston, *Urban Representative*
John Haugen, *Nlaka'pamux Nation*
Laura Webb, *Treaty 8 Tribal Association*
Clifford Atleo, *Nuu'chah'nulth Tribal Council*
Phyllis Chelsea, *Northern Shuswap Tribal Council*
John Elliott, *FNESC Representative*
Mariann Burka, *Government Seat*

ROLE OF THE BOARD

The mandate of the Board of Directors is to govern the operations of the organization by setting direction and policy, providing leadership to the First Peoples' Council and advocating on behalf of members.

Board Activities & Responsibilities

- Conduct strategic planning, including the annual *Service Plan*
- Undertake budgetary planning and accept these budgets by formal resolution
- Modify and/or adopt plans to meet routine demands of the First Peoples' Council
- Assess and evaluate performance of the First Peoples' Council through the *Annual Report*
- Retain and manage the relationship with the Executive Director
- Record faithfully for the corporate record any minutes of their meetings
- Report to the Advisory Committee at the AGM and report back to respective Tribal Councils

BOARD COMMITTEES

Policy Committee

Conducts all high-level business related to policy development and review of Board policies and administrative policies. The Policy Committee does not have authority for financial policy, which is the responsibility of the Finance Committee. Members, 2009/10: Herbert Morven (Chair), Mariann Burka, Bill Cohen, Gary Johnston

Membership Committee

Acts as a membership-monitoring group to conduct all business relating to Board membership. The committee monitors Board meeting attendance, reviews the status of Board membership, welcomes new members and issues communications to members, including letters of resignation when required. It also notifies those members whose terms will be expiring. Members, 2009/10: John Haugen (Chair), Clifford Atleo, John Elliott

Finance Committee

Conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development.

Members, 2009/10: Emma Donnessy (Chair), Marlene Erickson, Laura Webb, Lorna Williams

Personnel Committee

Responsible for hiring and evaluating the performance of the Executive Director, and making recommendations for remuneration levels for the Executive Director. Members, 2009/10: Tamara Davidson (Chair), Phyllis Chelsea, John Elliott

Detailed descriptions of duties and Terms of Reference can be found on the First Peoples' Council website at: WWW.FPHLCC.CA/ABOUT-US/GOVERNANCE

In addition, ad hoc committees, such as the current Legislation Committee, are created to deal with specific issues that arise.

Senior Management

Tracey Herbert, Executive Director

Location

Brentwood Bay, B.C.

CORPORATE GOVERNANCE

Advisory Committee

In addition to the Board of Directors, the First Peoples' Council consults with, solicits feedback from and reports to an Advisory Committee composed of elected representatives from each of B.C.'s 24 Tribal Councils*. The Advisory Committee meets annually and recommends six to nine members to the Board of Directors.

**All B.C. Tribal Councils are invited to send a representative to sit on the Advisory Committee.*

2009/10 Advisory Committee

Mary Basil, *Ktunaxa Nation*
Clifford Atleo, *Nuu'chah'nulth Tribal Council*
Phyllis Chelsea, *Northern Shuswap Tribal Council*
Bill Cohen, *Okanagan Nation Alliance*
Tamara Davidson, *Council of the Haida Nation*
Thelma Wenman, *Sto:lo Nation Council*
Emma Donnessy, *Kaska Tribal Council*
Marlene Erickson, *Carrier Sekani Tribal Council*
John Haugen, *Nlaka'pamux Nation Tribal Council*
Gary Johnston, *Urban Representative*
John Henderson, *Kwakiutl District Council*
Susan James, *Lillooet Tribal Council*
Bernadette Manuel, *Nicola Tribal Association*
Herbert Morven, *Nisga'a Lisims Government*
Deborah Nelson, *Oweekeno-Kitasoo-Nuxalk Tribal Council*
Tyrone McNeil, *Sto:lo Tribal Council*
Laura Webb, *Treaty 8 Tribal Association*
Chief Allan Louie, *Carrier Chilcotin Tribal Council*

PROGRAMS WE DELIVER

THE B.C. LANGUAGE INITIATIVE (BCLI)

Supports projects to revitalize B.C. First Nations languages through documentation, immersion programs and material and curriculum development. First Nations communities and organizations are eligible to submit proposals.

LANGUAGE IMMERSION PROGRAMS

The New Relationship Trust (NRT) identified cultural and language programming as a funding priority and chose the First Peoples' Council as its funding delivery agency, which came about as a result of the B.C. Strategic Plan for Languages. The partnership expanded in 2007 with additional investment from the B.C. Ministry of Aboriginal Relations and Reconciliation and from the First Peoples' Cultural Foundation. The NRT funds, together with the additional funds, made possible the development of four new programs (identified as priorities by First Nations language stakeholders).

- Establishment of First Nations Language Planning Authorities and the creation of long-term revitalization plans
- Language and Culture Camps where First Nations families, Elders, youth and children are immersed in their languages and culture
- Language Nests, or immersion environments, to help preschool children and their parents become fluent in their original languages
- Master-Apprentice, a program that partners Elders with committed language learners

THE ABORIGINAL ARTS DEVELOPMENT AWARDS PROGRAM (AADA)

Funds are distributed to projects that support the creative or professional development of emerging Aboriginal artists and organizations working in all disciplines. An increase in support from the B.C. Arts Council and new investment from NRT has made two new arts programs possible: Sharing Traditional Arts Across Generations and Aboriginal Arts Administrator and Cultural Manager Internships Program.

FIRSTVOICES

FirstVoices is our internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions.

OUR STRATEGIC CONTEXT

B.C. is the only province in Canada to support through legislation a Crown corporation as a lead agency on First Nations heritage, language, culture and the arts. The First Peoples' Council also has the recognition and support of the B.C. First Nations political leadership and is working to strengthen and build on the relationship with the federal government.

With 32 First Nations languages and 59 dialects, B.C has an astonishing number of languages—60% of all First Nations languages in Canada. As in other parts of the country, the number of First Nations languages in this province is in steep decline as a result of a number of factors, including historical policies that targeted First Nations languages and cultures. For example, for most of the last century, First Nations children were taken from their families and forbidden to speak their languages and participate in cultural practices as a result of mandatory attendance in Residential Schools.

The loss of language for a whole generation and their descendants puts First Nations languages in B.C. in the current situation in 2010:

- The majority of speakers are elderly and are passing on at an alarming rate.
- A growing population of Aboriginal youth has not had the opportunity to become fluent in their ancestral languages.
- With few speakers left and the number of speakers dwindling quickly, all First Nations languages and dialects in B.C. are critically endangered.
- The impacts of language loss are having social (including health) and economic effects on First Nations people and communities.

In this context, it's clear that the job of the First Peoples' Council is enormous. The mandate of the Council is to assist First Nations communities and individuals to revitalize their heritage, languages, cultures and arts; community partners are ready to act—if we work together, we can make a difference.

ECONOMIC DOWNTURN

The 2008/09 economic downturn will further affect the operations of the First Peoples' Council and the communities we serve. We are facing uncertainty with sources of funding external to provincial government and it has been challenging to create the goals, targets and performance measures for this *Service Plan*. However, at the time this plan is being developed, we are anticipating changes to the amount of external funding we will receive in the next fiscal year. *(See Summary Financial Outlook on page 22 for additional information.)*

CHALLENGES

An Extremely Limited Window of Opportunity for Effective Action

IMPACT:

Languages are at the core of First Nations identity and culture. National Geographic has identified B.C. as a language "hotspot" where First Nations languages are "racing to extinction" due to the rapid decline in the number of fluent speakers of First Nations languages. This is one of the most urgent challenges facing language revitalization in B.C. There is a three to five-year window to document our languages and immerse the next generation before the fluent-speaking Elders are gone.

ACTION TO MITIGATE:

The First Peoples' Council is taking a multi-pronged approach to language loss, including:

- Working with partners to maximize resources
- Delivering funding for language immersion programs to communities
- Development and administration of FirstVoices, an online language archiving tool

(More discussion in "Opportunities" section on page 16.)

Quantity & Diversity of First Nations Languages & Cultures in B.C.

IMPACT:

British Columbia has 32 distinct languages and 59 dialects. There are also thousands of endangered cultural practices and traditional art forms unique to British Columbia. The number of languages in B.C. means that available resources are spread very thinly. As a result, the majority of languages and dialects in B.C. are at risk of extinction.

ACTION TO MITIGATE:

The First Peoples' Council continues to do as much as it can for the many First Nations languages in B.C. by lobbying for additional community-based resources, while making the best use of current resources, including technology-based innovations. Through the development of Language Planning Authorities, we are working collaboratively with First Nations to make the most of available resources.

KEY STRATEGIC ISSUES

Limited Resources Available

IMPACT:

The organization is well aware of the crisis that First Nations languages in B.C. are currently facing, and as such, funnels as much funding as it can directly to communities where the money is needed. However, we need to do more to stem the critical loss of languages in the province, such as the Hupacasath dialect, which lost its last two fluent speakers in late 2009.

Limited annual federal funding is a challenge to achieving the protection and revitalization of First Nations languages. British Columbia is home to over 60% of Canada's First Nations languages, but in fiscal 2009/10, the Council is expecting to receive only $232,470 from federal programs. At the same time, B.C. First Nations communities are struggling to protect and revitalize their languages.

More needs to be done in the following areas:

- All 32 languages and 59 dialects must be supported in order to decrease the risk that any more languages will be lost.
- There is a need for a concerted effort to archive as many languages and dialects as possible and a focus on immersion to create new fluent speakers.
- Critical programs, such as the Master-Apprentice, must be expanded so that all language groups can participate.

ACTION TO MITIGATE:

With the support of key partners, the First Peoples' Council is working to develop an enhanced relationship with the federal government. The Council has also been providing information to MPs and senators on the plight of First Nations languages in B.C. so that they can make informed decisions about the resourcing of First Nations language preservation and restoration.

The First Peoples' Council continues to create awareness with all of its stakeholders about the state of B.C.'s First Nations languages. This is accomplished through government reporting, creation of communications materials and media relations activities. We are also in the process of creating a first annual report card on languages.

Ongoing resources created by our language department are being created for all language groups, including those that do not currently receive funding.

Changing Economic Climate

IMPACT:

With the economic downturn, an organization that is experiencing funding challenges is at risk. This further impacts the organization's ability to meet its mandate and serve B.C. First Nations.

ACTION TO MITIGATE:

The First Peoples' Council has created a strategic business plan that identifies ways in which the organization can fundraise "outside the box," including seeking funds from private donors and corporations. Promotion of the business plan will continue over the next year.

Limited Access to Technology in Communities

IMPACT:

The majority of First Nations communities do not have access to industry or business-grade internet. The geographic challenge of serving the entire province with FirstVoices without internet availability is a critical issue. Improved internet access will provide an opportunity to exploit technology more fully.

(More discussion in "Opportunities" section on page 16.)

ACTION TO MITIGATE:

The First Peoples' Council is working with the First Nations Technology Council and Network B.C. to make FirstVoices accessible to more communities.

Other High-Priority Needs in First Nations Communities

IMPACT:

Socio-economic issues such as health and education and a focus on treaty issues compete with culture and language for limited human and financial resources. It is challenging to draw attention to language and culture as critical priorities given that First Nations communities are challenged with other urgent social and economic issues.

ACTION TO MITIGATE:

The First Peoples' Council continues to meet with federal and provincial representatives and First Nations leaders to encourage leadership at all levels to take action on language and culture.

KEY OPPORTUNITIES

Limited-time Opportunity to Archive Languages & Create Fluent Speakers

There is a 3-5 year window to ensure that all languages are archived and fluent language speakers are created in every First Nations language in B.C. through community programming, resource development (curriculum) and teacher training. It is possible to do if we act now. With the Council's expertise and a strong commitment from communities, there is an opportunity to maximize current resources and leverage new funding, so we don't lose any more languages such as the Hupacasath dialect, which lost its last two fluent speakers in 2009.

Untapped Private Sector Resources

Individuals in the larger community are interested in First Nations arts, culture and language, and genuinely care about their survival. The First Peoples' Council intends to work with organizations and private sector donors to build relationships that will lead to increased levels of funding.

Use of Technology for Recording & Preserving Cultural & Language Knowledge

Increased usability and availability of technology has made recording and archiving of cultural knowledge accessible and efficient for even the smallest of communities. Since 2003, for example, more than 31 B.C. First Nations communities have uploaded thousands of text entries in several different Aboriginal writing systems, as well as sound files, pictures, videos and games to archives on FirstVoices.com, a website administered by the First Peoples' Council. The Council will continue to expand and upgrade FirstVoices and related tools, with plans to roll out new applications over the coming year.

Increased Collaboration & Partnerships with Diverse Stakeholders & Partners

The First Peoples' Council has the experience and skills to facilitate the cooperation and coordination of its many stakeholders and partners, and to provide leadership for developing long-term and comprehensive strategies for B.C. First Nations culture and language revitalization. We have plans to step up our work with other organizations over the coming year, sharing successes, tools and models for success.

Unanimous Support from B.C. First Nations Leadership

B.C. leadership organizations have resolutions of support endorsing the First Peoples' Council as the go-to organization for First Nations arts, language and culture revitalization in British Columbia. The First Peoples' Council will continue to work with First Nations leadership to draft and implement viable solutions to the critical issues of language and cultural loss in our communities.

Employment for First Nations in the Cultural Sector

We provide funding to communities and train volunteers to work in a volunteer-capacity in the areas of language and culture. There is a real opportunity for these cultural leaders to dedicate themselves full time as employees in support of culture and language in their communities.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

THESE GOALS HAVE BEEN CREATED based on our current resources. See Appendix 1 for a complete list of goals that have been developed in consultation with First Nations communities to address the minimum work required to assist community-based revitalization efforts.

Notes for all goals: Management does the best it can with the resources available to ensure information is accurate and unbiased. For example, in 2005 the organization hired a consultant to conduct a program evaluation.

GOAL 1

To provide programs and resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.

Strategies/Objectives:

- Deliver arts, culture and language funding to B.C. First Nations communities and organizations
- Develop and distribute effective community development tools and resources to build community capacity and to help B.C. First Nations communities develop and implement long-term plans and programming for arts, culture and language revitalization
- Use technology to archive all B.C. First Nations languages and create new tools

PERFORMANCE MEASURE	TARGET 08/09	ACTUAL 08/09	TARGET 09/10	TARGET 10/11	TARGET 11/12	TARGET 12/13
Number of arts projects funded	40	49	50	50	50	50
Number of language/culture projects funded [1]	70	114	40	40	40	40
Percentage of 59 dialects archived [2]	n/a	n/a	4.8%	5%	6%	7%
Resources to support language and arts projects [3]	n/a	13	15	17	19	21

** [1] All language projects were rolled together and separated from arts for more accurate tracking over time. The target in 09/10 is lower than the actual for 08/09 due to a loss in funding from several sources.*

** [2] Changed from "new" to "total" to more accurately reflect the work still to be done*

** [3] Includes any resources developed by the Council to assist or benefit the organization's client base*

GOAL 2

To communicate effectively about the work of the First Peoples' Council to ensure it is seen as the go-to organization for government, First Nations leadership and the public for information, services and advice related to B.C. First Nations arts, culture and language issues.

Strategies/Objectives:

- Promote and celebrate First Nations languages, arts and culture in B.C.
- Raise awareness about the current state of B.C. First Nations arts, culture and languages
- Strengthen the organizational brand to improve awareness of the organization and its work with B.C. First Nations
- Continue to develop the First Peoples' Council as a strategic, responsive, results-based organization, and provide a supportive working environment that promotes innovation and results

PERFORMANCE MEASURE	TARGET 08/09	ACTUAL 08/09	TARGET 09/10	TARGET 10/11	TARGET 11/12	TARGET 12/13
Re-branding to increase awareness of organization	n/a	n/a	Develop new logo, website, collateral material	Roll out new identity; complete materials	Develop tracking tools to evaluate success of new brand	Track new materials
Number of communications contacts [4]	5%	993	1,600	1,800	2,000	2,200
Website traffic for Council, FirstVoices, Language Map (in numbers of hits)	1,000,000	6,906,583	7,200,000	7,400,000	7,600,000	7,800,000
Reporting for contracts, contributions, MOU and crown agency requirements [5]	Meet or exceed expectations	Met requirements	31 reports	26 reports	26 reports	26 reports

** [4] Changed from "number of contacts and requests" to make for easier tracking with limited resources to do so*

** [5] Reports in 09/10 include: 14 crown-required financial reports; 6 other crown-related reports; 11 funder reports*

GOAL 3

To secure increased and sustainable funding for the full realization of the mandate of the First Peoples' Council to revitalize First Nations arts, culture and languages in B.C.

Strategies/Objectives:

- Maximize use of limited resources through cost-sharing with strategic partners
- Continue to seek opportunities to leverage funding for community-based and regional heritage, arts, culture and language initiatives

PERFORMANCE MEASURE	TARGET 08/09	ACTUAL 08/09	TARGET 09/10	TARGET 10/11	TARGET 11/12	TARGET 12/13
Number of New Opportunities to Leverage Funding	2	2	2	2	4	4
Number of Cost Sharing Opportunities with Partners (FNESC, NRT, Canada Council)	2	6	3	3	3	3

FUTURE VISION FOR THE ORGANIZATION

Establishment of a First Peoples' Cultural Institute

Even with the economic uncertainty we are now facing, we are determined to realize our vision for a centre that will continue to raise the profile of First Nations arts, language and culture in British Columbia.

The First Peoples' Board of Directors envisions the First Peoples' Cultural Institute as B.C.'s version of the Smithsonian Institute—a First Nations-run centre that attracts positive attention from around the world for the government of B.C. and its policies of reconciliation. However, it would be unique in that it would not be a museum in the traditional sense, but a demonstration of living First Nations cultures. This vision for the future clearly ties together all of the goals that have been outlined in this *Service Plan*.

The Institute would house the First Peoples' Council in a new space that would include an art gallery, recording facilities, offices and working space for learning and passing on cultural knowledge—an incubator for cultural expression and the development of cultural experts, and an international showcase of B.C. First Nations cultures. It would also expand and enhance the arts, culture and language programming of the First Peoples' Council to fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and artists, it would also importantly provide opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. This is key to the survival of First Nation's cultural and linguistic practices in B.C.

In order to achieve this important vision, the First Peoples' Council needs to build capacity within the current organization as a next step. Institutions such as the Royal B.C. Museum and the Museum of Anthropology are able to raise millions of dollars from public and private sources because they have infrastructure in place. With this in mind, we are taking steps that will allow us to move toward this important next level, so that we can fulfill our full mandate as legislated by the government of British Columbia for all First Nations in the province.

SUMMARY FINANCIAL OUTLOOK

KEY ASSUMPTIONS

- The B.C. government will continue to support the First Peoples' Council and its work.
- The First Peoples' Council will continue to be able to provide grants to communities through government support and additional fundraising efforts.
- The B.C. Arts Council will continue its support of the Aboriginal Arts Development Awards.

RISKS & SENSITIVITIES

- The Council needs to diversify its funding sources, but its status as a Crown agency makes it challenging for the organization to fundraise.
- The economic change and resulting fallout is a risk for the organization.

FINANCIAL OUTLOOK FOR THE NEXT THREE YEARS AND BEYOND

The First Peoples' Council relies on external funders to supplement the base funding it receives from the First Citizens' Fund. Usually, the organization applies for funding through proposals to various provincial and federal departments. The Department of Canadian Heritage has identified that the Council is not eligible to receive funding through the Aboriginal Language Initiative and, as of 2010/11, this is reflected as a decrease to forecasted revenues. The Council will work with the First Peoples' Cultural Foundation to ensure that ALI funding continues to flow to First Nations communities in B.C., while also minimizing the potential for programming duplication, overlap and higher administrative costs overall.

The Council has forecasted conservatively, as we are uncertain about our ability to leverage external funds. We are encouraged by the fact that funding from the provincial government has been maintained for the next fiscal year. We will be trying over the next three years to leverage additional funding through proposals and partnerships.

ORGANIZATIONAL CHANGES

There is the potential for some organizational changes to allow for the inclusion of all language groups and a new process for appointments to the Board and Advisory Committee. The impact on the organization's finances is anticipated to be minimal.

SUMMARY FINANCIALS[6]

REVENUES	ACTUALS 08/09	FORECAST 09 / 10	FORECAST 10/11	FORECAST 11/12	FORECAST 12/13
MARR-First Citizens' Fund	1,101,000	1,000,000	1,000,000	1,000,000	1,000,000
MARR-Transfer Under Agreement (TUA)	434,489	451,000	451,000	451,000	451,000
2010 Legacies Now	54,267				
BC Arts Council	467,000	450,000	450,000	450,000	450,000
Department of Canadian Heritage	235,236	232,470			
New Relationship Trust	1,192,854	1,054,800	1,000,000	TBA	TBA
Ministry of Labour and Citizens' Services	223,207				
Ministry of Education	42,992				
Canada Council for the Arts	40,359	30,000	30,000	30,000	30,000
First Peoples' Cultural Foundation	205,701	263,648	115,000	115,000	115,000
Other	62,748	138,883	10,000	10,000	10,000
TOTAL REVENUES	**4,059,853**	**3,620,801**	**3,056,000**	**2,056,000**	**2,056,000**
EXPENSES					
Arts Grants	530,000	540,000	500,000	500,000	500,000
Arts Capacity Building and Resources	184,039	16,000			
Arts Wages and Benefits	110,750	111,478	120,000	120,000	120,000
Language Grants	1,548,113	1,343,873	1,346,230	346,230	346,230
Language Capacity Building and Resources	226,425	263,397			
Language Wages and Benefits	125,124	147,993	140,000	140,000	140,000
FirstVoices Grants	324,379	97,040	100,000	100,000	100,000
FirstVoices Capacity Building and Resources	191,477	79,822			
FirstVoices Wages and Benefits	144,303	201,121	171,000	171,000	171,000
Administration Overhead	335,276	438,233	300,000	300,000	300,000
Administration Wages and Benefits	306,696	346,844	347,000	347,000	347,000
TOTAL PROGRAM EXPENSES	4,026,582	3,585,801	3,024,230	2,024,230	2,024,230
Capital Asset Purchases Capitalized	(31,042)	(18,000)	(10,000)	(10,000)	(10,000)
Amortization of capital assets	64,313	53,000	41,770	41,770	41,770
TOTAL EXPENSES	**4,059,853**	**3,620,801**	**3,056,000**	**2,056,000**	**2,056,000**
Excess (deficiency) of revenues over expenses	0	0	0	0	0
CLOSING NET ASSETS					
Share Capital	100	100	100	100	100
Invested in capital assets	151,077	116,077	84,307	52,537	20,767
Unrestricted	232,466	267,466	299,236	331,006	362,776
TOTAL CLOSING NET ASSETS	**383,643**	**383,643**	**383,643**	**383,643**	**383,643**

*[6] *The above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP).*

PERFORMANCE MANAGEMENT SYSTEMS

FORMAL PROGRAM REVIEWS

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews and peer review committee recommendations and interviews.

FEEDBACK FROM PEER REVIEW COMMITTEES

Peer review committees are convened to make decisions regarding funding of projects. These committees of community and language experts also provide annual recommendations regarding programs, delivery materials, criteria, etc.

ADVISORY COMMITTEE FEEDBACK

The Advisory Committee members provide feedback on the administration and delivery of Council programs in their territories. They also advise the Board on policy development.

COLLECTION & ANALYSIS OF STATISTICS ON CLIENT USE OF SERVICES

The First Peoples' Council collects statistics and analyzes feedback to evaluate usage and effectiveness of its programming and communications tools. These include statistics on funding applications, website and media hits, document downloads and feedback from arts outreach workshops. Also available is an "online language needs assessment" that tracks speakers and identifies community resources that can assist with language revitalization.

ANNUAL PERFORMANCE REVIEWS

The Board of the First Peoples' Council reports to the Advisory Committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is also an annual Board evaluation process.

BENCHMARKING

The First Peoples' Council has been conducting research over the past year into the language program at the Woodlands Cultural Centre in Brantford, Ontario. The First Peoples' Council has no identical organizations with which to compare itself, but the Woodlands Cultural Centre comes close, serving the same number of First Nations, but with six languages to protect, as compared to 32 in British Columbia.

The First Peoples' Council has been researching the number of language programs run through the Centre, analyzing its language revitalization strategies overall and documenting our findings. We will also evaluate the infrastructure of the Woodlands Cultural Centre as part of this research. Results will be reported in the *2009/2010 Annual Report*.

CLIMATE CHANGE STRATEGY

As part of the Government of B.C.'s Greenhouse Gas Reduction Targets Act, Crown Corporations are required to reduce their greenhouse gas emissions. Through the *Shareholder's Letter of Expectations*, the First Peoples' Council has agreed to participate by strategizing to come up with measurable targets.

As part of our plan, we will measure our current emissions in the area of Procurement and Infrastructure, and then reduce in a few target areas. As part of the strategy, we will be including staff in the process and coming up with ways to encourage measurable change.

AREA TO TARGET	MEASURABLE TARGETS	EXAMPLES	TARGET DATE
Procurement	• Reduce paper use • Change paper use	• Encourage double sided printing • Print on 40% recycled paper	May 2009
Infrastructure	• Reduce office electricity use	• Encourage staff to turn off computers overnight • Invest in energy-efficient light bulbs	January 2010

ABORIGINAL LANGUAGES IN B.C.

LANGUAGE FAMILY	
English Name	Own Name
ALGONQUIAN	
Plains Cree	Nēhiyawēwin
Salteau	Anishnaubemowin
DENE (ATHAPASKAN)	
Carrier	Dakelh (CBᵘ)
Babine-Witsuwit'en	Witsuwit'en
	Nedut'en
Chilcotin	Tsilhqot'in
Sekani	Tse'khene
Beaver	Dane-Zaa (Cᓀb)
Slavey	Dene Tha (Uʊ̀ᑌ)
Kaska	Danezāge'
Tahltan	Tāłtān
Nicola	(none recorded)
Tsetsaut	Wetalh
Tagish	Den k'e
INTERIOR SALISH	
Lillooet	St'át'imc
Shushwap	Secwepemc
Thompson	Nłeʔkepmxcín
Okanagan	Nsyilxcən
KTUNAXA	
Kootenay	Ktunaxa
NUXALK	
Bella Coola	Nuxalk

SALISHAN (COAST)	
Sechelt	She shashishalhem
Squamish	Skwxwú7mesh sníchim
Comox-Sliammon	Ey7á7juuthem
Pentlatch	Pəntl'áč
Halkomelem	Hul'q'umi'num'
	Hən̓q̓əminəm
	Stó:lō Halq'eŕméyleŕ
Northern Straits	T'Sou-ke
	Lekwungen
	SENĆOŦEN
	Semiahmoo
	Malchosen
TLINGIT	
Tlingit	Lingít
Inland Tlingit	Łingít
TSIMSHIANIC	
Coast Tsimshian	Sm̓algya̱x
Southern Tsimshian (Klemtu)	Ski:xs
Nisga'a	Nisga̱'a
Gitksan	Gitsenim̱g
WAKASHAN	
Kwak'wala	Kwak'wala
Haisla.enaksiala.ala (Kitlope	X̱a''islaḵala (Kitimaat)
	X̱enaksialaḵala (Kitlope)
Heiltsuk	Hailhzaqvla
Oowekeno	Oowekyala
Nootka	Nuuč̓aaʕuł
Nitinat	DiitiidƤaatx̣
XAAYDAA KIL	
Masset Haida	X̱aaydaa Kil

First Peoples' Language Map of British Columbia

Tutchone

Dan K'e

Łingít

Danezāgé'

Dene Tha (UD Ł)

Fort Nelson

Tāltān

Łingít

Dane-Zaa (Cə ɬ)

Tse'khene

Nisga'a

Fort St John

ᓂᐦᑕᐌᔭᐘᐧᐃᔨᐣ (Nēhīyawēwin)

Wetalh

Gitxsanimx

Nedut'en

Witsuwit'en

Prince Rupert

Smalgyax

Xaad Kil / Xasyda

Xa"islakala

Dakelh (Cᗷᵸ)

Prince George

Xenaksialaxala

Sk:xs

Haihzaqvla

Nuxalk

Bella Coola

Tsilhqot'in

Oowekyala

Secwepemcstín

Kwakwala

Port Hardy

Sḵwx̱wú7mesh sníchim

Pentl'ač

Dzawada'enuxw

Nuučaanuł

Ey767juuthem

Nłeʔkepmxcín

Nsyilxcən

Ktunaxa

She shashishalhem

Nicola

Vancouver

Victoria

SENĆOŦEN / Malchosen / Lekwungen / Semiahmoo / T'Sou-ke

Lhéchelesem

Hul'q'umi'num' / Hul'q'eméylem / həlq̓əmiləm

Nqłspéllscn

Nax"xaʔyəmúcən

- Languages
- Reserves
- Cities & Towns
- Quw'utsun Cultural and Conference Centre • www.quwutsun.ca
- U'mista Cultural Society • www.umista.org
- Ktunaxa 'Ksan Native Village and Museum • www.ktunaxa.org
- Gwaii Haanas National Park Reserve • www.pc.gc.ca/pnnp/bc/gwaiihaanas
- XÁ:YTEM Longhouse Interpretive Centre • www.xaytem.ca
- Secwepemc Museum and Heritage Park • www.secwepemc.org/museum
- Wei Wai Kum House of Treasures

For more information on B.C. First Nation languages, please see the First Peoples' Heritage, Language and Culture Council website at www.fphlcc.ca, or visit www.ilrdvoices.com for games and learning material.

View the interactive online version of this map at

maps.fphlcc.ca

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